

## **WILLIAM H. MURPHY, PhD**

### **Associate Professor Hanlon Scholar in International Business Studies**

**Department of Management and Marketing  
University of Saskatchewan**  
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[www.williamhmurphy.com](http://www.williamhmurphy.com)

(pdfs publications, teaching evaluations for undergrad, MBA, and Exec. Ed., televised round table discussions, professional activities)

wmurphy@edwards.usask.ca

Received MBA Student Society Professor of the Year Award 2011

Received MBA Student Society Professor of the Year Award 2010

### **1997 to 2012 (ongoing) Scholar, C.E.I.B.S.; Jiaotong University, Mingang, Shanghai, P.R.C.<sup>1</sup>**

Launched Sales Management and Key Account Management programs for CEIBS, with now-popular open programs held in major cities across China. Activities include developing and conducting company-specific programs with management groups across numerous industries. Actively leveraging closeness to executives to develop research on sales and distribution practices in China.

Consistently rated 4.2+ across all five point evaluation metrics in all programs.

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<sup>1</sup> *Financial Times* ranks CEIBS' (China Europe International Business School's) Executive Education Program as one of the world's top 50 in both open and custom programs (39<sup>th</sup>). CEIBS' Executive Education Program is Asia's highest rated international, non-degree executive education program.

## **Prior Academic Employment**

**1999 to 2008**

**Senior Lecturer; University of Wisconsin-Madison, Madison, WI**

High teaching performance across Business 300 (250+ students, Intro to Marketing), Business 460 (Marketing Strategy), Business 620 (Sales Management), and Business 700 (graduate level Marketing Management course). Effective teaching in Executive Education (Brand Building in E-Commerce; Sales Management; Pricing Concepts; Marketing for Nonmarketing Executives; Doing Business in China). Served as interim Director during 2003 launch of Center for Product Management. Active research program. Ongoing off-shore programs and research in China. Developed and guided inaugural Evening MBA China Trip (June 2007).

Received Favorite Instructor Award 2006; Dean's Academic Staff Excellence in Teaching Award 2005; MKT Professor of the Year Award 2002.

**1996 - 1999**

**Assistant Professor  
Babson College, Babson Park, MA**

Primarily using case method, taught undergraduate and graduate courses including Sales Management, Marketing Management, Marketing Strategy. Consistently rated highly by students. MCFE mentor; oversaw graduate student company-projects (Lotus, Ethnic Gourmet Foods, Inc.). Ad hoc teaching in executive education (Hartford Insurance: Vice President Program).

**1995 - 1996**

**Senior Lecturer  
University of Auckland, Auckland New Zealand**

Taught Strategic Marketing Management in Diploma in Business program (mid-management level graduate program). Involved in developing distance learning program that included decisions regarding all program materials and televised programming (televised segments included round table forums with executives in banking and with McDonald's Managing Director and core team for New Zealand). Conducted research with executives in both New Zealand and Australia.

**1988 - 1995**

**Teaching Assistant, Research Assistant,  
Instructor  
University of Wisconsin – Madison, Madison, WI**

Instructor for Business 520 (Introductory Marketing Management), Business 626 (Advanced Marketing Management), Business 620 (Sales Management), and Business 702 (graduate level Marketing Management course). Students regularly rated my performance as being in the top 30% of instructors. Taught College for Kids Summer Programs. Program Host for Management Institute executive programs.

## Teaching Interests

Marketing Strategy, Sales Management, Intro to Marketing, Marketing for Entrepreneurs; International Business, International Marketing, Special strengths include extensive teaching at executive MBA and in-house executive education programs.

Recipient of *MBA Student Society Professor of the Year Award* 2010-2011

Recipient of *MBA Student Society Professor of the Year Award* 2009-2010

Recipient of *Favorite Instructor Award* 2006

Recipient of *Dean's Academic Staff Excellence in Teaching Award* 2005

Recipient of *MKT (Mu Kappa Tau) Professor of the Year Award* 2002

## Research Interests

*Sales Management*: Especially B2B markets, with interests spanning: Motivation via incentive programs; commitment, turnover, and sales force productivity; identifying managerial and company characteristics associated with enhanced productivity.

*International (Sales focused)*: Issues in effectively managing the MNC sales effort; applicability of models of national culture on design of sales practices; challenges facing Chinese executives in areas of distribution and sales.

*Ethics/Problematic Behaviors (within context of sales function)*: The effects of management initiatives on behaviors; research has expanded to Canada and Mexico using MNC's sales groups.

*Supply chain/Relationship Management*: Channel relationship development and disengagement processes; motivating channel members. Currently involved in research examining how MNCs manage global supply (systems/processes).

*Total Quality*: A theme that is at the core of all of the above focal areas. My interest in this area has led to several co-authored articles urging a total quality mandate for all functional areas, esp. Marketing.

## Work In Process

Murphy, William H. (2012), "Canadian University Students' Views of Sales as a Career," Target journal: *Canadian Journal of Marketing Research* (expected submission May 2012).

Murphy, William H., and Monica Poppa (2012), "To Recall or Not To Recall A Flawed Product: Corporate Responses and Consumer Perceptions of Toy Recalls," Target journal: *Journal of Business Ethics* (expected submission February).

- Murphy, William H., and Ning Li (2012), "Cross-cultural Examination of Antecedents of Sales Manager Effectiveness: A Study of Salespeople in Six Countries," Under review at *Industrial Marketing Management*.
- Murphy, William H., "An Exploratory Study of the Challenges Facing A Chinese Supplier to Global Customers," draft preparation for submission to *Industrial Marketing Management*.
- Murphy, William H., working title: "Sales Management Practices in China: Similarities and Differences Between Chinese & MNC Companies," Status: transcripts and survey data being analyzed; first draft preparation.
- Murphy, William H., working title: "Salespeople Speak Out: Opinions on Managing an Effective Sales Effort," Status: Transcripts from 50 interviews being analyzed.

## Refereed Publications

- Li, Ning, and William H. Murphy (2012), "A Three Country Study of Unethical Sales Behaviors," *Journal of Business Ethics*, (DOI) 10.1007/s10551-012-1203-z.
- Murphy, William H. (2010), "An Inside Look at how Target Ensures Quality in a Complex Supply Chain," Feature article in *Quality Progress*, June, 22 - 29.
- Murphy, William H. and Denis Leonard (2009), "Quality Management: A Fixture or a Vital Process?," *Strategic Change*, 18, 5-6 (August), 209-220.
- Bourassa, Maureen and William H. Murphy, (2009), "Hollander's Sales Devices Throughout the Ages, From 2500 B.C. to 1953 A.D.," *Journal of Historical Research in Marketing*, 1,1 (March), 171 – 177.
- Murphy, William H. and Peter Dacin (2009), "Sales Contest Research: Business and Individual Difference Factors Affecting Intentions to Pursue Contest Goals," *Industrial Marketing Management*, 38, 1 (January), 109-118.
- Murphy, William H., Peter Dacin, and Neil Ford, (2004) "Increasing Sales Contest Effectiveness: The Determinants of Positive Attitude Toward Sales Contests," *Journal of the Academy of Marketing Science*, 32, 2 (Spring), 127-143.
- Murphy, William H. (©2002; print 2004), "In Pursuit of Short-Term Goals: Anticipating the Unintended Consequences of Using Special Incentives to Motivate the Sales Force," *The Journal of Business Research*, 57, 11 (November), 1265-1275.
- Murphy, William H. (1999), "Hofstede's National Culture as a Guide for Sales Practices Across Countries: The Case of a MNC's Sales Practices in Australia & New Zealand," *Australian Journal of Management*, Summer, 37-58.
- Murphy, William H., and Peter A. Dacin (1998), "Sales Contests: A Research Agenda," *Journal of Personal Selling & Sales Management*, 18 (Winter), 1-16.

- Murphy, William H. and Sidney Sin-Lai Tang (1998), "Continuous Likability Measurement: A Potent Technique for Developing Effective Television Advertising," *Marketing Research*, Summer.
- Murphy, William H. and Linda Gorchaels (1996), "How to Improve Product Management Effectiveness," *Industrial Marketing Management*, 25, 47-58.
- Murphy, William H. and Ravipreet S. Sohi (1995), "Toward a Greater Understanding of Salesperson Perceptions About Sales Contests," *European Journal of Marketing*, 29 (13), 42-66.
- Murphy, William H. and Sidney Sin-Lai Tang (1993), "Executive Development Programs: Insights for Planners and Concerned Administrators," *Journal of Education for Business*, 68 (January/February), 1984-1989.

## **Academic Conference Peer Reviewed Papers & Presentations**

- Feb, 2012            Murphy, William H. "Effects of Toy Recalls on Consumer Information Search Behaviour, Attitude and Intentions," *Winter American Marketing Association Educator's Conference* (Feb), St Petersburg, FL, USA.
- Aug 2011            Murphy, William H., "A Study of the Challenges Facing a Chinese Supplier to Global Customers," In Proceedings for the *2011 Annual Conference of China Marketing Science*, Guangzhou, China (Aug).
- Aug 2011            Li, Ning, and William H. Murphy, "A Cross-Cultural Study of Unethical Sales Behaviors," In Proceedings, *Summer American Marketing Association Educator's Conference*.
- May 2010            Murphy, William H., "The Effect of Corporate Response Strategies During Recalls: Does Being Proactive Matter? A Study of Corporate Actions During Toy Recalls on Consumer Information Search Behaviour, Attitude and Intentions," *Rupert's Land Symposium*, Saskatoon, SK.
- Feb, 2010            Murphy, William H. and Ning Li, "Cross-cultural Examination of Antecedents of Sales Manager Effectiveness: A Study of Salespeople in Six Countries," *Winter American Marketing Association Educator's Conference*, New Orleans, USA.
- May, 2006            Murphy, William H. and Denis Leonard, "TQM and Marketing as Natural Bedfellows: Do Senior Executives See the Connection?," *European Marketing Academy Conference*, 31st Annual

Conference, Milan, Italy.

- May, 2003      Murphy, William H., "China and the New Face of Distribution: A Dynamic Uncertain Future Facing Chinese Executives," *European Marketing Academy Conference*, 29<sup>th</sup> Annual Conference; Glasgow, Scotland.
- April, 2000      Leadership Skills workshop; Presented to leadership team of Dalsin & Son, Inc., Las Vegas, Nevada
- January, 1999      University of Chicago Executive Education Center; Presenter and Discussant on Marketing with a Quality Focus; Chicago, Illinois
- 1993 - 1998      Additional Conference Presentations/Papers: European Marketing Academy Conference, 1998 (Stockholm, Sweden); European Marketing Academy Conference, 1997 (Warwick, England); Academy of Management, 1996 (Cincinnati, Ohio); Winter American Marketing Association Educator's Conference, 1996 (St. Petersburg, Florida); NZ Marketing Educators Conference, 1995 (Wellington, New Zealand). European Marketing Academy Conference, 1993 (Aarhus, Denmark)

## **Invited Presentations**

- July, 1997      University of Chicago Executive Education Center; Presenter and Discussant on Marketing with a Quality Focus; Chicago, Illinois
- January, 1997      National Roofing Contractor Association Presenter on Quality and Customer Closeness; Chicago, Illinois
- Spring, 1996      University of Western Sydney (May) Doctoral Seminar Presentation; Sidney, Australia
- Summer, 1994      Marketing Education Institute Instructor/Presenter; University of Wisconsin, Madison

## **Book**

Murphy, William H. (2010), *Doing Good Work Matters!*, Tate Publishing, LLC, Mustang, Oklahoma.

Murphy, William H. (2010), Teaching Materials for *Doing Good Work Matters!*, accessed at [williamhmurphy.com](http://williamhmurphy.com).

## Nonrefereed Publications

- Leonard, Denis & William H. Murphy (2009), "Examining Leadership: Turning Quality's Eyes Upward," *Quality Digest Daily*, August 4;  
<http://www.qualitydigest.com/inside/quality-insider-article/turning-quality-s-eyes-upward.html>
- Leonard, Denis & William H. Murphy (2009), "A Wake-Up Call: If Ensuring Customer Satisfaction Is Your Goal, You'd Better Be Focusing On Employee Satisfaction," ASQ's *Quality Management Forum*, 35, 2 (Summer), 12 - 14.
- Leonard, Denis and William H. Murphy (2009), "Soapbox: Quality + Strategy = Survival," *Quality World*, May, 10.
- Leonard, Denis and William H. Murphy (2009), "Opinion: Same Emperors, Still No Clothes," *Quality Digest: Inside Quality Insider*; June 16,  
<http://www.qualitydigest.com/inside/quality-insider-column/opinion-same-emperors-still-noclothes.html>.
- Murphy, William H. and Denis Leonard (2007), "TQM - Total Quality Marketing?," *Quality World*, November, 28 – 32.
- O'Connor, Jr., Thomas W., and William H. Murphy, (2002), "Career Planning in Pharmacy," a guide for Career Services Professionals in Pharmacy provided online to all Pharmacy Schools in U.S.A., *PharmacyOneSource Press*.
- Murphy, William H. (2001), "A Pharmacy Director's Nightmare – Understaffed, With Too Few Applicants, and No Clear Solution," a case study for Human Resources teaching provided online to all Pharmacy Schools in U.S.A., *PharmacyOneSource Press*.
- Murphy, William H. (2001), "An Exercise in Searching For and Choosing a Pharmacy Job That is Right for You," a classroom exercise for Human Resources teaching provided online to all Pharmacy Schools in U.S.A., *PharmacyOneSource Press*.
- Murphy, William H. (2000), "Giordana Holdings Ltd: Dealing with Challenges in Recruiting and Retaining Skilled Salespeople ," Adapted from case prepared by Swee Hoon Ang, National University of Singapore for use at CEIBS Sales Management Programs, Shanghai, P.R.C..
- Murphy, William H. (1998), "Building Strong Customer Relationships Through Partnership Selling," *Babson Entrepreneurial Review*, Spring/Summer, 3 – 4, 12.
- Murphy, William H. (1992), "WBYL/Z108 Radio Station," a case in G. A. Churchill, Jr, N. M. Ford and O. C. Walker, Jr. eds., *Sales Force Management* 4th Edition.

Murphy, William H. (1992), "Midwest Business Forms, Inc.," a case study revision and update in G. A. Churchill, Jr, N. M. Ford and O. C. Walker, Jr. eds., *Sales Force Management* 4th Edition.

Andrews, Jon Lee and William H., Murphy (1990), *Test Bank to Accompany Churchill, Ford, & Walker Sales Force Management*, 3rd Edition.

## **Online Work**

Murphy, William H. (2007 – Present), williamhmurphy.com launched and maintained, with resources added regularly for marketing students and marketing professionals.

## **Editorial Reviewing**

1998 - Present      *Journal of Personal Selling & Sales Management*

1997 - Present      *Industrial Marketing Management*

## **Professional Affiliations**

1993 - 2008      European Marketing Academy

1991 - Present      American Marketing Association

## **Education**

1995                      Ph.D., Marketing  
University of Wisconsin-Madison  
Co-Chairs: Dr. Neil M. Ford and Dr. Peter A. Dacin

1988                      M.S. Marketing                      B.A. Business  
University of                      University of  
Wisconsin-Madison                      Wisconsin-Whitewater

## **University Service Activities**

### **Honours Project Mentor**

2011/12      Honour Student Project; Ceradwyn Youngson, "Developing and Maintaining Successful Business Relationships in China: Attributes Which Canadian Expatriate Executives Identify as Drivers to Success in the Chinese Business Environment," Completion May, 2012.

- 2010/11 Honour Student Project; Kelsey Gehlert, “A Qualitative Analysis of Students’ Perceptions of Sales as a Career” Completed May, 2011.
- 2009/10 Honour Student Project; Haydee Iglesias, “Implications of Toy Recalls for Consumer Behaviour, Trust and Loyalty” Completed May, 2010.

### **Departmental, College and University Committees**

- Teaching and Student Learning Engagement Committee (2010 – 2012)
- Honours (2009 – 2012)
- Recruitment (2009 – 2010)
- Marketing Website (2009 – 2011)

### **Hanlon Centre for International Business**

Scholar since June, 2009

Provide input for web presence for Centre, met with Centre Director on numerous occasions to discuss plans for the centre.

Established relationship with CANCHAM Shanghai; engaged CANCHAM in our MBA international trip and gained authorization for Hanlon/Edwards CANCHAM membership to continue relationship building.

### **Journal Reviewer Activities**

*Journal of Personal Selling & Sales Management*

*Industrial Marketing Management*

### **Invited Presentations**

- 2012 Canadian International Council invited presentation to executives – Insights on Doing Business in China, January 26, Saskatoon Club, Saskatoon, SK (January).
- 2011 Human Resources & Media Access and Production (eMAP) Personnel – Developing a Customer Focus to ~30 professionals, eMap Studio, University of Saskatchewan, Saskatoon, SK (June).
- 2011 Media Access and Production (eMAP) Personnel – Developing a Customer Focus to ~35 professionals, eMap Studio, University of Saskatchewan, Saskatoon, SK (April).
- 2011 Edwards Friday Seminar Series – Customer Centricity presentation to 17 professionals, K. W. Nasser Centre, Saskatoon, SK (March).
- 2010 SIGA Management Symposium, presentation to 45+ managers, Delta Bessborough Hotel, Saskatoon, SK (December).
- 2010 Midtown Plaza Annual Tenant Meeting; *Doing Good Work*

	<i>Always Matters!</i> (making your business will thrive this Christmas season), 170 retail managers/owners (October).
2010	Horizon Laser Vision Center AGM, <i>Customer Centricity</i> to 80+ shareholders, Delta Bessborough Hotel, Saskatoon, SK (April).
2009	Session Leader for The Effective Executive; <i>Customer-Centricity: An Essential Driver of Success</i> . Retreat held in Prince Albert National Park, SK (May).
2008	Edwards MBA Alumni Reception; <i>Customer-Centricity: An Essential Driver of Business Success</i> , Faculty Club (October).
1997	University of Chicago Executive Education Center; Presenter and Discussant on Marketing with a Quality Focus; Chicago, Illinois
1997	National Roofing Contractor Association Presenter on Quality and Customer Closeness; Chicago, Illinois
1996	University of Western Sydney (May) Doctoral Seminar Presentation; Sidney, Australia
1994	Marketing Education Institute Instructor/Presenter; University of Wisconsin, Madison

#### **Departmental, College and University Committees:**

Recruitment (2009)

Marketing Website Improvement (2009 – 2010)

#### **Executive Education/Service**

2009 (May)	Session Leader for The Effective Executive. <i>Customer-Centricity: An Essential Driver of Success</i> . Retreat held in Prince Albert National Park.
2009 (Spring)	Mentor for I3 Challenge Team. Met numerous times to help team develop business plan for uses of flax (fabric, etc.)
2007; 2008	Session Leader for Meet the Editors of Non-AMA Journals – Tips on Getting Published
2006; 2007	University of Wisconsin-Madison Executive Education: <i>Doing Business in Greater China</i>
2002 – 2007 (2X annually)	University of Wisconsin-Madison Executive Education: <i>Marketing Concepts for Non-Marketing Executives</i>
2000 – 2007 (2X annually)	University of Wisconsin-Madison Executive Education: <i>Marketing Communications: A Focus on Brand Building on the Web</i>

1998 - present	CEIBS Executive Programs in <i>Sales Management, Key Account Management, Marketing</i> ; Jiaotong University, Mingang, Shanghai, P.R.C.
1998 - present	CEIBS <u>Custom Program</u> provider for clients; programs in sales management, key account management, marketing, brand building on web for clients in Beijing, Shanghai, Hong Kong, Shenzhen, Guangzhou
2003	University of Wisconsin-Madison Executive Education: <i>Pricing Frameworks and Applications</i>
2003	University of Wisconsin-Madison Executive Education: Custom Program in Brand Building on the Web for TSI
2003	Mentor/Faculty Advisor for Thesis preparation by Honors student, George Meredith. Thesis: "The Process for Sales Territory Realignment"
2001	Mentor to university colleague pursuing a Post-Graduate Certificate in Teaching & Learning in Higher Education from the Institute of Educational Technology, School of Education, The Open University
2001	University of Wisconsin-Madison Executive Education: Business-to-Business e-Marketing
2000 - 2002	University of Wisconsin-Madison Executive Education: Sales Management Basics
1995	Assisted in editing <i>The Product Manager's Handbook</i> , NTC Publishing, by Linda Gorchels
1995	Keynote Speaker for Eli Lilly National Sales Meeting; Auckland, New Zealand

## **Awards and Honors**

2011	<b>MBA Student Society Professor of the Year Award</b>
2010	<b>MBA Student Society Professor of the Year Award</b>
2006	<b>Favorite Instructor Award</b>
2005	<b>Dean's Academic Staff Excellence in Teaching Award</b>
2002	<b>MKT Professor of the Year</b>
1998	<b>Research Grant</b> ; Competitive Grant Awarded by Babson

College Board of Research for work in the area of improving sales practices across countries.

- 1997                    **Research Grant;** Competitive Grant Awarded by Babson College Board of Research for work focused on model development and empirical analysis of the effects of special incentives.
- 1997                    **Course Release;** Release granted for work examining problematic behaviors caused by short-term incentives in the sales setting.
- 1994                    **U.S. Badminton National Team Member**

## **Industry Consulting and Seminar Clients**

AstraZeneca Pharmaceuticals; Shanghai, P.R.C.  
Novartis Pharmaceuticals; Shenzhen, P.R.C.  
3M; St. Paul, Minnesota; Auckland, New Zealand; Sydney, Australia  
Aventis Pharmaceuticals; Shanghai, P.R.C.  
China Life Insurance Company, Direct Affiliate of Guangdong Branch, P.R.C.  
Dalsin & Son, Inc., St. Paul, Minnesota  
Eli Lilly National Sales Meeting; Auckland, New Zealand  
National Roofing Contractor Association; Chicago, Illinois  
Ping An Insurance Company, Shanghai, P.R.C.; Shenzhen, P.R.C.  
Roche Pharmaceuticals; Shanghai, P.R.C.  
Sinochem, Shanghai, P.R.C.